

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR MEDIATES LEADERSHIP STYLE AND ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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Abstract

Empirically, the study aims to empirically test (1) the effect of leadership style on employee performance at the Office of Public Works, Spatial Planning, Housing, Tojo Una-Una Regency (2) Effect of Organizational Culture on Employee Performance (3) Effect of Leadership Style on *Organizational Citizenship Behavior* (OCB) (4) Effect of Organizational Culture on *Organizational Citizenship Behavior* (OCB) (5) Effect of *Organizational Citizenship Behavior* (OCB) on Employee Performance (6) Effect of Leadership Style on Employee Performance through *Organizational Citizenship Behavior* (OCB) (7) Effect of Organizational Culture on Employee Performance through *Organizational Citizenship Behavior* (OCB). This type of research is included in Explanatory or Confirmatory Research. Hypothesis testing using PLS-SEM with a sample of 161 respondents consisting of civil servants and non-civil servants. The results of the analysis show that hypotheses 1-5 for direct effect testing and hypotheses 6-7 for indirect effect testing with the provisions of P-Values <0.05 and t-value > 1.97 .

Keywords: *Leadership Style, Organisational Culture, Organizational Citizenship Behaviour, Employee Performance.*

INTRODUCTION

Leadership is one of the factors that can make employee performance better. Discipline is a conscious attitude or willingness of an employee to perform and obey the rules set by the organisation. Employees with good work discipline are expected to be able to carry out and complete the work that is their responsibility effectively and efficiently and on time. In addition, a high leadership style will increase the sense of belonging and strong attachment between organisational members to their organisation so that each member of the organisation will give 100% or even more of their abilities for the realisation of organisational goals and the reliable competence of each member of the organisation in their field of work will improve their performance in order to realize the goals of the organisation.

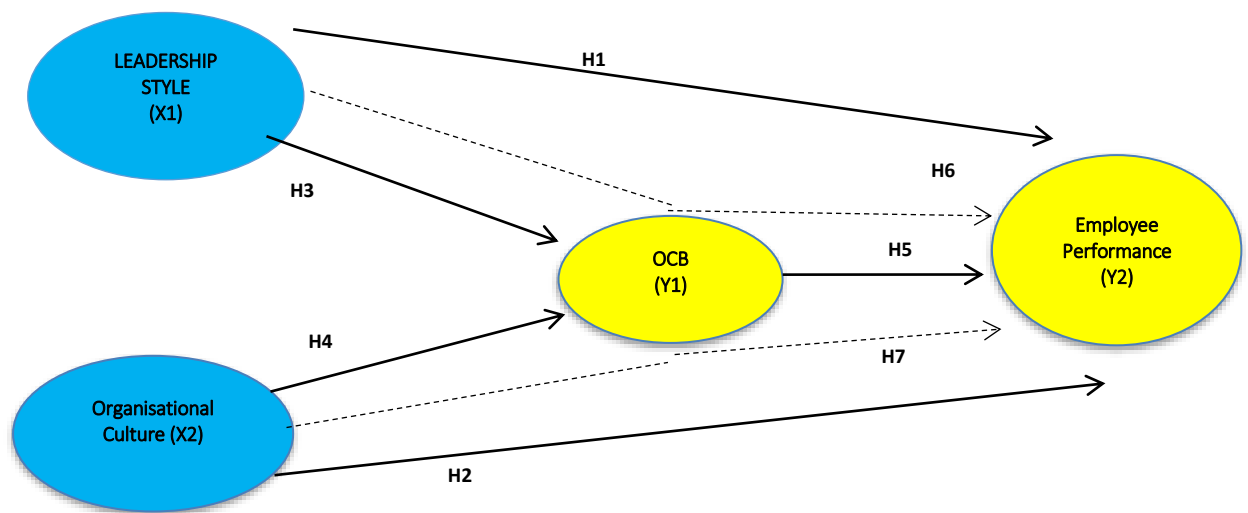
One of the factors that distinguish an organisation from other organisations is its culture. Organisational culture is related to how employees accept organisational cultural values (Fathoni et al, 2021). Studies conducted by Dewi & Trang (2013) results show that leadership style affects employee performance but is not significant.

Successful organisations need employees who will go beyond their formal duties and deliver performance that exceeds expectations. In today's dynamic workplace, where tasks are increasingly done in teams, flexibility is essential. Organisations want employees who are willing to do tasks that are not listed in their job descriptions, the attitude of employee behaviour that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service is known as *organizational citizenship behavior* (OCB).

One of the goals that organisations always want is for their employees to have good OCB. OCB owned by employees is determined by various factors such as organisational culture, leadership style and competence. The results of Reyfaldi's research (2023) stated that organisational culture with all aspects contained therein does contribute to OCB in employees. Having OCB is more about personal awareness or willingness to behave socially and work

beyond what is expected of fellow employees and the company. So this reflects that having a high organisational culture is one of the things that can lead to OCB behaviour in employees of PT Bujaya Karya Makmur.

Performance is a description of the level of achievement of the implementation of an activity / program / policy (Orocomna *et al*, 2018) in realising the goals, objectives, vision and mission of the organisation as stated in the formulation of an organisation's strategic scheme. In general, it can also be said that performance is an achievement that can be achieved by the organisation in a certain period (Hidayat & Taufiq, 2012). This is in accordance with the concept of performance which is divided into 3 (three) parts, namely individual performance, group performance and organisational performance. The following figure is a framework in this study :



From the description above, the research hypothesis can be prepared as follows:

Hypothesis 1: Leadership style has a significant effect on employee performance

Hypothesis 2: Organisational Culture has a significant effect on Employee Performance

Hypothesis 3: Leadership style has a significant effect on *Organizational Citizenship Behaviour (OCB)*

Hypothesis 4: Organisational Culture has a significant effect on *Organizational Citizenship Behaviour (OCB)*

Hypothesis 5: *Organizational Citizenship Behaviour (OCB)* has a significant effect on Performance

Hypothesis 6: Leadership style has a significant effect on employee performance through *Organizational Citizenship Behaviour (OCB)*

Hypothesis 7: Organisational Culture has a significant effect on Employee Performance through *Organizational Citizenship Behaviour (OCB)*

RESEARCH METHODS

This type of research includes *Explanatory* or *Confirmatory Research* which explains the relationship between research variables and tests previously formulated hypotheses (Sekaran and Bougie, 2017). The population in this study were all PUPRPKPP offices of Tojo Una-Una Regency totalling 161 people consisting of 73 civil servants and 88 non-civil servants. Furthermore, the sample size based on the requirements for the use of analytical tools, namely PLS-SEM, ranges from 100 to 150. Because the population is known, the sampling technique to be used in this study is the census method based on the provisions put forward by (Sugiyono (2018) which says that: "Saturated sampling is a sampling technique when all members of the population are used as samples. Then the number of samples in this study were 161 respondents.

Verification analysis in this study is used to analyse and interpret the data. Meanwhile, hypothesis testing uses the Partial Least Square (PLS) equation model which analyses a series of dependency relationships between latent variables.

The research consists of latent variables that are measured through dimensions or indicators. The analytical tool used for this research model is the *Structural Equation Model (PLS-SEM)* which will analyse the whole in a single analysis.

Partial Least Square-Path Modeling consists of an outer model and an inner model.

1. Outer Model

Outer model testing is carried out according to the form of indicators, namely reflective indicators and formative indicators. The reflective indicator model is a loading factor that shows the relationship between the indicator and its construct. In this study, the loading value determined is > 0.7 . If the indicator with a low loading value, it shows that the indicator does not work according to the measurement model. Then Cross Loading which is another value of discriminant validity. The expected value of each indicator has a higher loading on the measured construct compared to the loading value on other constructs.

In addition, there is also *Composite Reliability* which is expected > 0.7 will show internal consistency, namely the high composite reliability value shows the consistency value of each indicator in measuring its construct.

Composite Reliability Formula:

$$pc = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum i \text{ var } (\epsilon_i)}$$

Description: λ_i = component loading to the indicator and $\text{var } (\epsilon_i) = 1 - \lambda_i^2$

Average Variance Extracted (AVE)

The AVE value is used to calculate the amount of variance captured by the construct compared to the variance arising from measurement error. In this study, the AVE value must be greater (> 0.5). AVE formula:

$$AVE = \frac{\sum \lambda_i^2}{\lambda_i^2 + \sum i \text{ var } (\epsilon_i)}$$

2. Inner Model (Structural Model)

In the framework of this research, there are several latent variable models. Based on this model, it can be described as a path diagram shown below.

Description of Research Variables

data comes from all data related to the object of research, where the data is obtained through respondents' responses to each question in the questionnaire. Then the data will be analysed with frequency and percentage calculations, variable recapitulation based on average values is presented below.

Table 1
Variable Recapitulation Based on Mean Value

| Variable | | Mean | Total |
|--------------------------------|-----------------------------|------|-------|
| Leadership Style (X1) | <i>initiatitng structur</i> | 3.36 | 3.68 |
| | <i>consideration</i> | 3.99 | |
| Organisational Culture (X2) | <i>Attention to detail</i> | 3.89 | 4.09 |
| | <i>Outcome orientation</i> | 4.04 | |
| | <i>Team Orientation</i> | 4.03 | |
| | <i>Aggresivites</i> | 4.10 | |
| | <i>Stability</i> | 4.11 | |

| Variable | | Mean | Total |
|---|-----------------------------------|-------------|-------------|
| | <i>Innovation and risk taking</i> | 4.14 | |
| | <i>People orientation</i> | 4.28 | |
| Organizational Citizenship Behavior (OCB) (Y1) | | | 4.24 |
| Employee Performance (Y2) | Work Quality | 4.00 | 4.00 |
| | Work Quantity | 3.46 | |
| | Responsibility | 4.17 | |
| | Cooperation | 4.08 | |
| | Initiative | 4.27 | |

Based on the table above, it shows that the contribution of the total mean value of the leadership style variable is 3.68, the highest mean value contribution is the *consideration* dimension of 3.99 and the lowest contribution is the *initiatitng structure* dimension, which is 3.36. Furthermore, the total mean value of organisational culture variables is 4.09 with the highest mean value contribution being the people orientation dimension. Meanwhile, the low contribution is the attention to detail dimension, which is 3.89. In addition, the total mean value of the organizational citizenship behaviour (OCB) variable is 4.24. Then, for the total mean value of employee performance of 4.00 with the highest mean value contribution is the initiative dimension of 4.27. Meanwhile, the low contribution is the work quantity dimension of 3.94.

Data Analysis Results

Partial Least Square (PLS) analysis technique will be used for hypothesis testing. The following is the *Inner Model* that was tested:

Research hypothesis testing consists of *direct effects* to answer hypotheses 1-5 and *indirect effects* to answer hypotheses 6-7. Research hypothesis testing is based on looking at the *T-Statistics* value and the *P-Values* value. The research hypothesis is declared accepted if the *P-Values* value < 0.05 or the *t* value exceeds the critical value (Ghozali, 2015) 5% significance level of 1.97.

The hypothesis test results obtained through the inner model are as follows.

Table 2
Path Coefficient test results

| Hypothesis | | Original Sample | T Statistics | P Values | Ket |
|------------|---|-----------------|--------------|----------|----------|
| H1 | Leadership Style → Employee Performance | 0,296 | 2,817 | 0,005 | Accepted |
| H2 | Organisational Culture → Employee Performance | 0,250 | 2,775 | 0,000 | Accepted |
| H3 | Leadership Style → OCB | 0,157 | 1,751 | 0,081 | Rejected |
| H4 | Organisational Culture → OCB | 0,522 | 5,875 | 0,000 | Accepted |
| H5 | OCB → Employee Performance | 0,314 | 3,397 | 0,001 | Accepted |

| | | | | | |
|----|---|-------|-------|-------|----------|
| H6 | Leadership Style → OCB → Employee Performance | 0,049 | 1,436 | 0,152 | Rejected |
| H7 | Organisational Culture → OCB → Employee Performance | 0,164 | 2,941 | 0,003 | Accepted |

Based on the table above, the hypothesis test results can be explained as follows:

Hypothesis 1 testing: The positive and significant effect of leadership style on employee performance shows a **P value** of $0.005 < 0.050$ with a t value of $2.817 > 1.97$ and an *original sample* value of 0.296 which shows a positive relationship direction. These results indicate that leadership style has a positive and significant effect on employee performance, so hypothesis one is **accepted**.

Hypothesis 2 Testing: The positive and significant effect of organisational culture variables on employee performance shows a **P value** of $0.000 < 0.050$ with a t value of $2.775 > 1.97$ and an *original sample* value of 0.250 which shows a positive relationship direction. These results indicate that organisational culture has a positive and significant effect on employee performance, so hypothesis two is **accepted**.

Hypothesis 3 Testing: The positive and insignificant effect of leadership style variables on *organizational citizenship behavior* (OCB) shows a **P value** of $0.081 > 0.050$ with a t value of $1.751 < 1.97$ and an *original sample* value of 0.157 which shows the direction of a positive relationship. These results indicate that leadership style has a positive but insignificant effect on employee performance, so hypothesis three is **rejected**.

Hypothesis 4 testing: The positive and significant effect of organisational culture variables on *organizational citizenship behavior* (OCB) shows a **P value** of $0.000 < 0.050$ with a t value of $5.875 > 1.97$ and an *original sample* value of 0.522 which shows a positive relationship direction. These results indicate that organisational culture has a positive and significant effect on employee performance, so hypothesis four is **accepted**.

Hypothesis 5 Testing: The positive and significant effect of organizational citizenship behavior (OCB) variables on employee performance shows a **P value** of $0.001 < 0.050$ with a t value of $3.397 > 1.97$ and an *original sample* value of 0.314 which shows a positive relationship direction. These results indicate that organizational citizenship behaviour (OCB) has a positive and significant effect on employee performance, so hypothesis five is **accepted**.

Hypothesis 6 testing: The positive and insignificant effect of leadership style variables on employee performance through organizational citizenship behavior (OCB) shows a **P value** of $0.152 < 0.050$ with a t value of $1.436 < 1.97$ and an *original sample* value of 0.049 which shows a positive relationship direction. These results indicate that *organizational citizenship behaviour* (OCB) has a positive but insignificant impact on the relationship between leadership style and employee performance, so hypothesis six is **rejected**.

Hypothesis 7 Testing: The positive and significant effect of organisational culture variables on employee performance through *organizational citizenship behavior* (OCB) shows a **P value** of $0.003 < 0.050$ with a t value of $2.941 > 1.97$ and an *original sample* value of 0.164 which shows a positive relationship direction. These results indicate that *organizational citizenship behavior* (OCB) has a positive and significant impact on the relationship between organisational culture and employee performance, so hypothesis seven is **accepted**.

Discussion

The Effect of Leadership Style on Employee Performance

Leadership is one of the biggest factors that can make the performance of human resources or employees of the company better. One of the traits of a leader based on the theory of leadership traits is that one of them has a higher intelligence than the led. In addition, the type of leadership also affects the employees who are led. Leadership style is the nature, habits, temperament, character and personality that distinguish a leader in interacting with others. Each organisation has its own characteristics or identity, meaning that each organisation has its own personality (Prasada, 2020).

The findings in this research explain that the leadership style applied at the Office of Public Works, Spatial Planning, Housing, Settlement Areas and Land of Tojo Una-Una Regency tends to be situational, which means that leaders adjust their approach according to existing needs and circumstances. This situational approach involves the ability to change leadership style from directive to supportive, or vice versa, based on the specific conditions of the project or challenges faced.

Cahyono (2012) in his journal *Analysis of the Effect of Leadership, Motivation and Organisational Culture on the Performance of Lecturers and Employees at Paywatan Daha University Kediri*. Where the research shows that leadership style has a positive and significant effect on employee performance. In addition, the results of research by Anandita et al (2022) show that leadership style has an effect but has less impact on employee performance at the PUPR Office in Jombang, this is because leaders at the PUPR Office in Jombang are willing to help provide solutions to any problems faced by employees so that it has an impact on employees who strive to use advice in completing work.

The results of an interview with Mr Dr Ilyas, ST, M.Si as Head of the PUPRPKPP Office of Tojo Una-Una Regency explained that it is important to adjust the leadership style to the situation and team needs. Mr Ilyas, ST, M.Si revealed that "I apply a more directive approach when quick decisions are needed, and more supportive when I want active participation from employees. In addition, encouraging collaboration between fields and providing space for employees to contribute to decision-making, especially in projects that involve various stakeholders."

The research findings also explain that by using a flexible leadership style, the Head of Service was able to observe increased productivity among employees. They feel more motivated and engaged in their work. In addition, situational leadership style helps in identifying and developing employees' competencies. By providing appropriate guidance, employees can improve their skills and performance, so employees show higher levels of job satisfaction as they feel supported and recognized in their work. This reduces stress levels and increases work happiness. The results of this research are also supported by the results of research by Hamzah *et al* (2023) which explains that there is an influence of situational leadership style variables on employee performance. The results of regression testing show that there is an influence between situational leadership style on employee performance. The positive regression coefficient of the support variable indicates that an increase in the value of situational leadership style will increase the value of employee performance.

The Effect of Organizational Culture on Employee Performance

Conceptually, according to Soetopo (2010) states that organizational culture is the personality of the organization that influences the way individuals act in the organization. Another definition according to Hakim (2011) defines organizational culture as a system of shared values and beliefs that interact with the people of a company, organizational structure and supervisory system to produce norms of behavior.

The results in this study indicate that Organizational Culture at the PUPRPKPP Office of Tojo Una-Una Regency has a positive and significant effect, the reason is because at the PUPRPKPP Office of Tojo Una-Una Regency every employee is free to give opinions in an organization, and the organization appreciates every employee who provides ideas to develop an organization, so that employees are very comfortable or brave when giving ideas or suggestions for organizations or companies that make employee performance enthusiastic and comfortable. An organization or company will need employees who have good performance. Good performance will certainly be supported by all the facilities provided by the organization or company. The results in this study are in line with research conducted by Anandita *et al* (2022) which examines the effect of leadership style and organizational culture on employee performance at the Jombang Public Works and Spatial Planning Office. Partial test results show that organizational culture has a positive and significant effect on employee performance at the Jombang Public Works and Spatial Planning Office.

It is explained in the findings of this research, that the *people orientation* dimension in the organizational culture variable is the dimension that contributes most to improving the

performance of employees of the PUPRPKPP Office of Tojo Una-Una Regency. This is because a people-oriented organizational culture will create a positive and supportive work environment. Such an environment can reduce stress and increase morale, which has a positive impact on overall performance. Then, when employees feel cared for and valued by the organization, they tend to be more motivated to perform well. This can increase their job satisfaction, which in turn increases work productivity and efficiency. In the context of the Tojo Una-Una Regency PUPRPKPP Office, which is responsible for public works and spatial planning, having motivated, skilled, and committed employees is critical to running infrastructure projects and public services efficiently and effectively. Therefore, the people orientation dimension greatly contributes to improving employee performance in this office.

The Effect of Leadership Style on Organizational Citizenship Behavior (OCB)

Leadership style is one of the important factors that usually affects *Organizational Citizenship Behavior* (OCB) in an organization. However, in some cases, the effect of leadership style on OCB can be insignificant. The findings of this research explain that the situational leadership style at the PUPRPKPP Office of Tojo Una-Una Regency results in employees having difficulty adjusting, so the positive impact of certain leadership styles is not felt. In organizations with a strong and established culture, the culture will have more influence on employee behavior than individual leadership styles. Employees tend to follow organizational cultural norms rather than adjust to changing leadership styles.

In addition, the results of the author's observations also reveal several factors that cause the insignificant influence between leadership style and *organizational citizenship behavior* (OCB) are: (1) dominant organizational culture, this means that if the organizational culture at the PUPRPKPP Office of Tojo Una-Una Regency is very strong and has been embedded in every employee, this culture may have a greater influence on OCB than individual leadership styles. In this case, organizational norms and values are more dominant in influencing employee behavior than their interactions with direct leaders. (2) homogeneous leadership, if leadership styles in the PUPRPKPP Office tend to be uniform or not very diverse, then variations in leadership are not large enough to show significant differences in OCB. All leaders may apply similar approaches so the effect is insignificant. (3) other factors are more dominant: Other factors such as organizational structure, policies and procedures, reward systems, and individual employee characteristics (e.g., intrinsic motivation and commitment to work) may have a greater influence on OCB than leadership style.

In line with the research of Kirana et al (2023), it shows that there is no positive and significant effect of leadership on *organizational citizenship behavior* in State Civil Apparatus Employees (ASN). Leadership is assessed by respondents stating "the boss has a good relationship with me" with an average of 4.28 higher than the other averages. The lowest answer was those who stated "the boss strictly supervises me in carrying out my duties" with an average of 3.91. Furthermore, this research is also in line with research conducted by Maulana et al (2022) showing that leadership has no significant effect on *organizational citizenship behavior*. However, it is contrary to (Danubrata & Khasanah, 2021; Ermina Sari et al, 2021) which shows that leadership has a positive and significant effect on *organizational citizenship behavior*.

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The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

OCB is employee behavior that exceeds the demands of their job, such as helping colleagues, personal initiative, and proactive attitudes that are not directly measured by the formal performance appraisal system. Meanwhile, employee performance is usually measured based on target achievement, productivity, efficiency, and work results in accordance with the standards set by the organization. Based on the results of the author's observations, analyzing the factors that influence the relationship between OCB and performance at the PUPRPKPP Office of Tojo Una-Una Regency are: (1) Based on the results of the author's observations, analyzing the factors that influence the relationship between OCB and performance at the PUPRPKPP Office of Tojo Una-Una Regency are: (1) the existence of cooperation between employees who show OCB tends to help their coworkers without expecting direct rewards. For example, helping colleagues who are struggling with tasks or sharing important information. (2) There is better team collaboration, which speeds up the completion of complex tasks, and increases project effectiveness. (3) The proactive attitude of employees who can create new solutions to challenges faced by the PUPRPKPP Office, improving productivity and service quality. Employees who engage in OCB tend to be more committed to organizational goals, which increases involvement and participation in organizational activities. Furthermore, OCB can also encourage employees to carry out additional tasks that are not included in their job descriptions, which can increase overall operational efficiency.

Research by Gus, A & Aysa (2023) shows results that are in line with this research, namely *organizational citizenship behavior* (OCB) has a positive and significant effect on employee performance at the Manpower and Transmigration Office of West Sumatra Province. Then, Novelia (2020) with the title "The Effect of Organizational Commitment and Organizational Citizenship Behavior (OCB) on Employee Performance (study on nursing staff of Dr. Soegiri Lamongan regional general hospital)" the results of the study were proven by the significant value of the organizational commitment variable of 0.307%.

The Effect of Leadership Style on Employee Performance through Organizational Citizenship Behavior (OCB)

The findings of this research, explaining that leadership style has no significant effect on employee performance through OCB at the PUPRPKPP Office of Tojo Una-Una Regency can be caused by various factors, including a less comprehensive performance appraisal system, an unsupportive organizational culture, variations in leadership style, and the relevance and recognition of OCB.

Later research observations also revealed that without adequate recognition and rewards from leaders, employees will not be motivated to perform OCB, resulting in minimal impact on overall performance. In addition, OCB is not directly related to the main task so that the OCB performed by employees is irrelevant or has no direct impact on their main tasks. For example, helping a coworker in a task that is not related to the main target of the office will not directly affect the performance assessment.

The results of this study are not in line with Zakawali & Sri Nawatmi (2023) who concluded that in the relationship between Leadership Style and Employee Performance, OCB variables have a role. Leaders in this study play an active role in encouraging employee performance with various methods to encourage OCB behavior. Employees can benefit from periodic training on OCB. In addition, clear leadership is needed; with effective leadership, employees can easily do a good job.

The Effect of Organizational Culture on Employee Performance through Organizational Citizenship Behavior (OCB)

Organizational culture serves as a driving force to improve work quality. A good organizational culture serves to strengthen the company's internal integration in order to obtain high productivity, with this strong organizational culture the company can improve its performance (Huda & Farhan, 2019). According to Azhari & Priyono (2022) *Organizational Citizenship Behavior* is an individual contribution that goes beyond the demands of roles at work such as helping others, volunteering for additional tasks, complying with rules and procedures at work.

Generally, a positive and strong organizational culture is expected to increase OCB among employees. High OCB is often associated with improved employee performance. In line with the findings of this research revealing that in the case of the PUPRPKPP Office of Tojo Una-Una Regency it was found that organizational culture has a significant effect on employee performance through OCB, there are several explanations based on the observation that: (1) The Collaborative Culture applied at the PUPRPKPP Office of Tojo Una-Una Regency can encourage collaboration and cooperation between employees which can create an environment where employees feel comfortable helping each other, this encourages OCB behavior such as altruism, which increases team and organizational productivity. (2) The Innovative Culture that exists at the PUPRPKPP Office of Tojo Una-Una Regency makes employees more willing to take initiatives and provide new ideas. OCBs such as personal initiative become more common, which contributes to increased work efficiency and effectiveness. (3) The Supportive Work Culture at the PUPRPKPP Office of Tojo Una-Una Regency shows a supportive work environment, where employees feel safe and valued, encouraging OCB behaviors such as politeness and sportsmanship. This reduces conflict and improves relationships between employees, which has a positive impact on performance. (4) There is a culture of appreciation and recognition at the PUPRPKPP Office of Tojo Una-Una Regency. This means that organizations that recognize and value employee contributions can increase job satisfaction. Satisfied employees tend to show more OCB, such as helping coworkers or going the extra mile without being asked, which improves overall performance. The results of this study are in line with the results of research from Baihaqi & Saifudin (2021) that organizational culture has a significant effect on employee performance mediated by *Organizational Citizenship Behavior*.

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